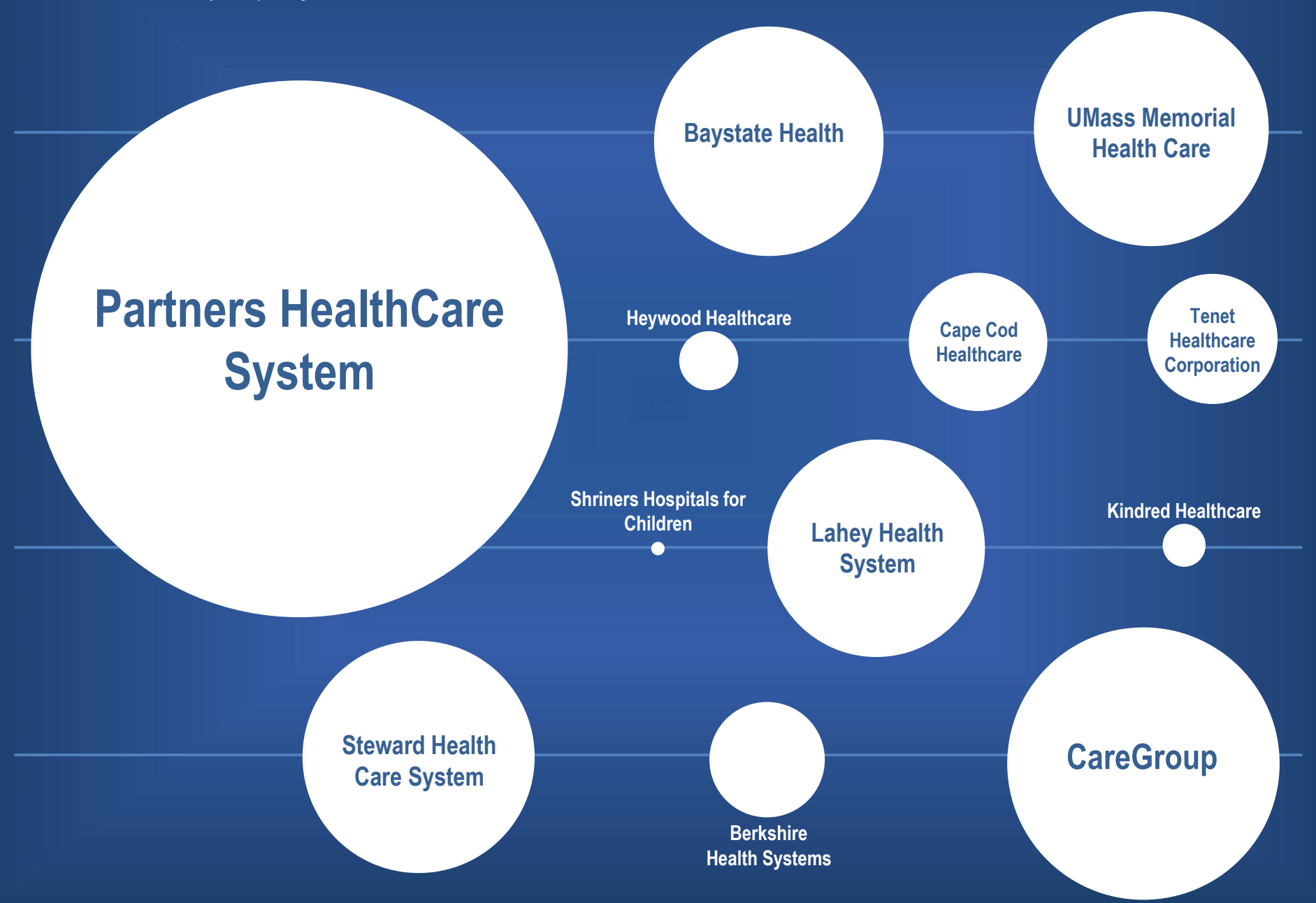


# Health System Profiles: Comparative Overview

Circle areas are scaled based on system operating revenue



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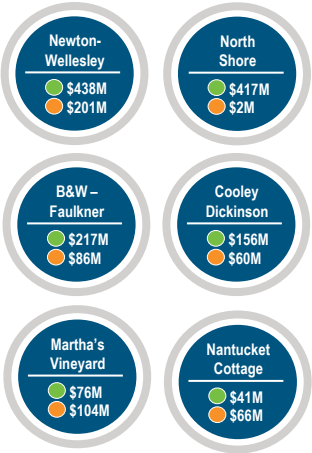
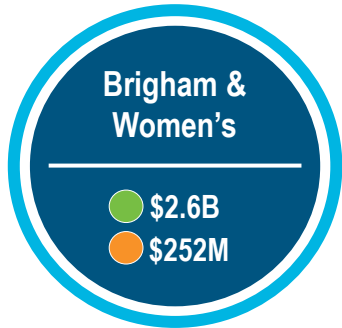
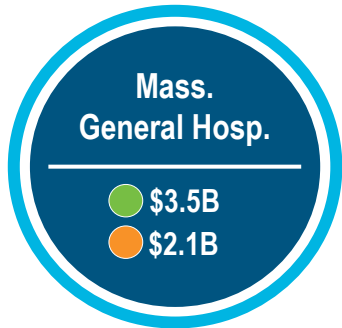
Fiscal Year 2015:

# Partners HealthCare System

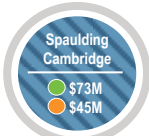
 **\$11.7 Billion**  
Operating Revenue

 **\$6.1 Billion**  
Net Assets

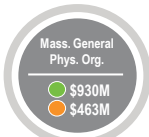
**AH** Acute Hospitals



**NH** Non-Acute Hospitals



**PO** Physician Organizations



**HP** Health Plans




**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$1.1B)  (\$865M)

**At a Glance**

Partners HealthCare System, Inc. is an integrated organization that provides health care services throughout Massachusetts.

 **8**  
Acute Hospitals

 **5**  
Non-Acute Hospitals

**66K**  
Employees  
(Approximately)

**\$1.7B**  
Annual Research  
Revenue



**(\$92M)**  
Total Profit/Loss

**-0.8%**  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Brigham & Women's Faulkner Hospital	\$1.0	0.4%
AH	Brigham & Women's Hospital	\$60.8	2.3%
AH	Cooley Dickinson Hospital	\$3.7	2.4%
AH	Martha's Vineyard Hospital	\$2.4	3.1%
AH	Massachusetts General Hospital	\$201.1	5.8%
AH	Nantucket Cottage Hospital	\$1.0	2.3%
AH	Newton-Wellesley Hospital	\$19.2	4.3%
AH	North Shore Medical Center	(\$36.0)	-8.6%
NH	McLean Hospital	\$3.0	1.5%
NH	Spaulding Cambridge	\$0.4	0.6%
NH	Spaulding Rehab	(\$9.1)	-7.4%
NH	Spaulding Cape Cod	\$3.0	7.2%
NH	Spaulding North Shore	(\$18.8)	-62.7%
PO	Brigham & Women's Physicians Org	(\$5.3)	-0.7%
PO	CD Practice Associates	(\$14.0)	-35.0%
PO	Mass. General Physicians Org.	\$11.4	1.2%
PO	N-W Ambulatory Services	(\$0.3)	-0.5%
PO	North Shore Physicians Group	(\$5.2)	-3.8%
PO	Partners Community Physicians Org	(\$8.9)	-5.8%
HP	Neighborhood Health Plan	(\$10.0)	-0.5%

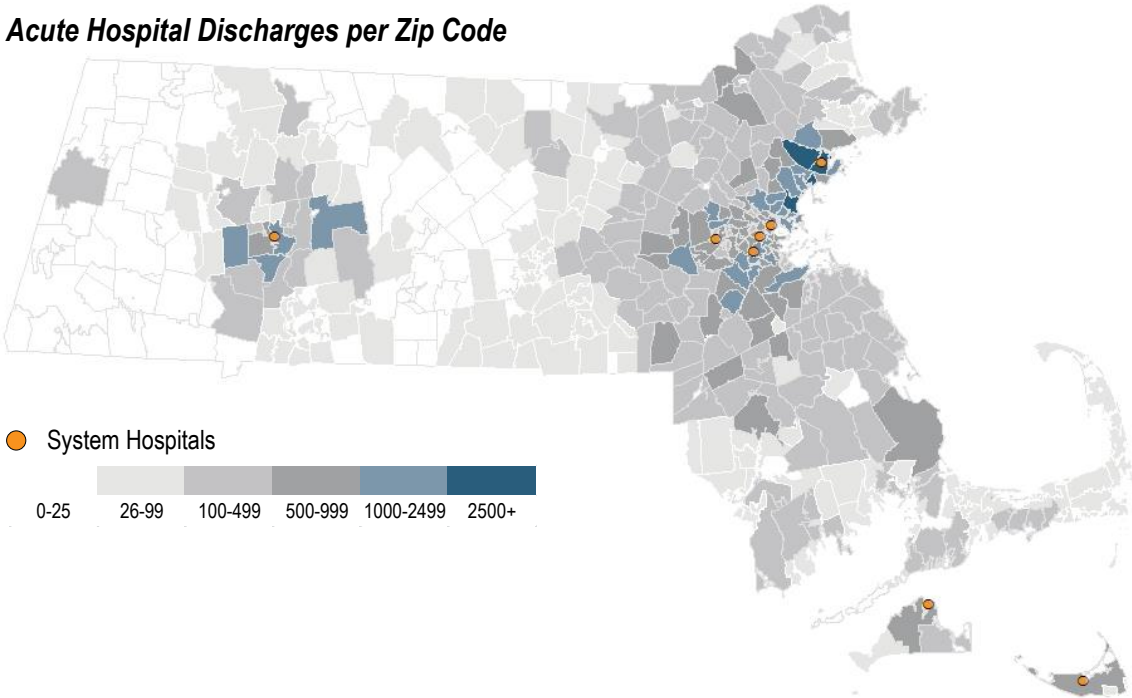
**Notes**

\* Spaulding North Shore closed inpatient operations 7/31/2015

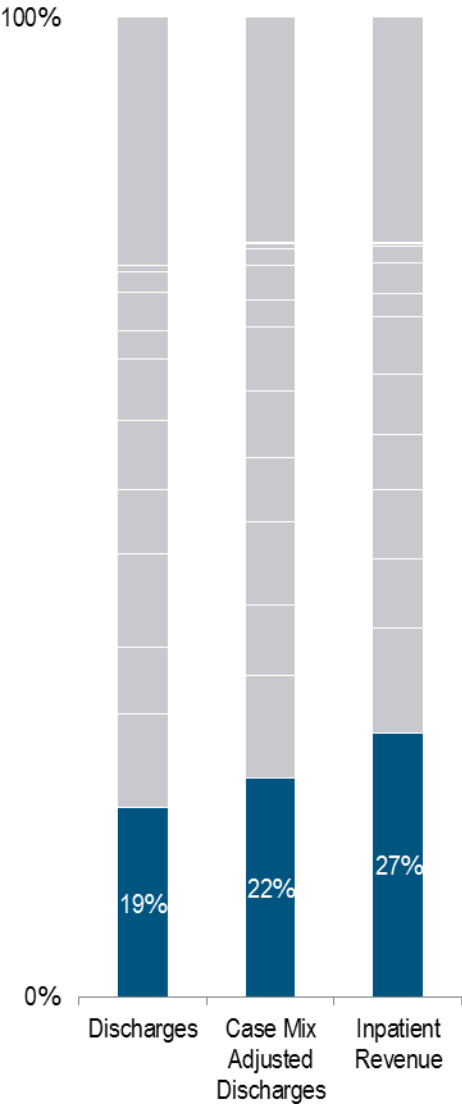
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

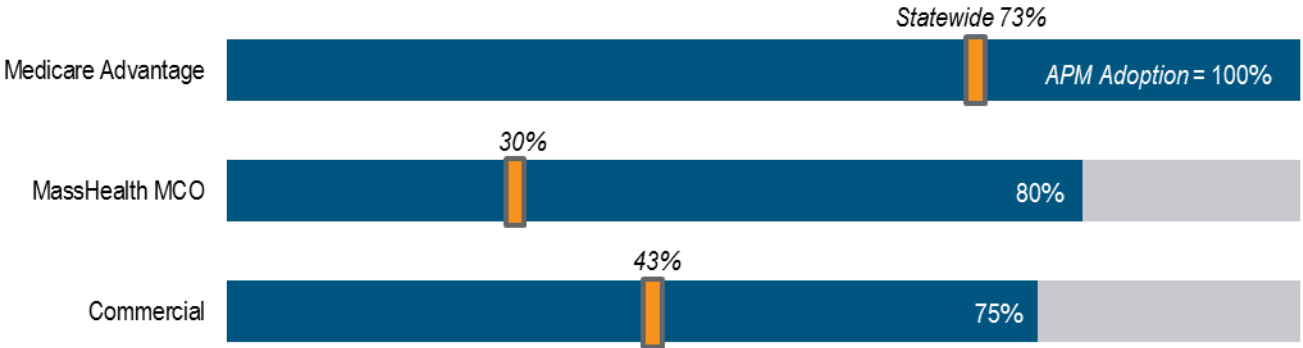
**AH** Acute Hospital Discharges per Zip Code



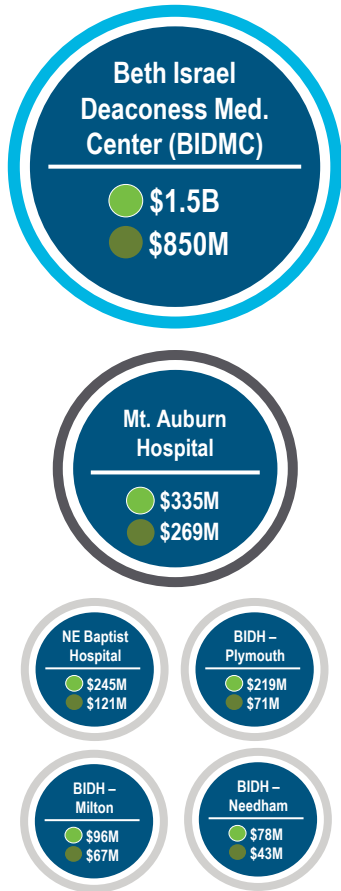
**AH** System's Percentage of all Massachusetts Acute Hospital...



**PO** Physician Organization Alternative Payment Adoption



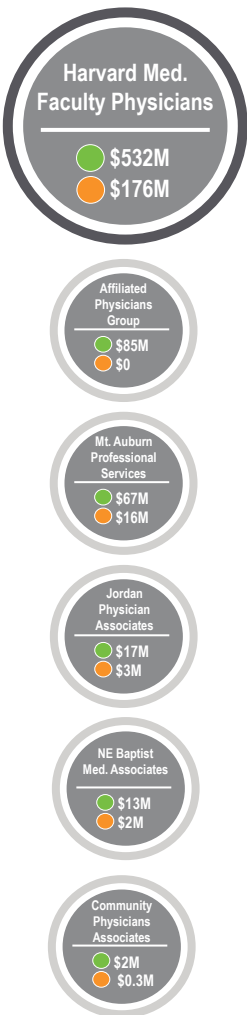
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers



**OO** Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$221M)  \$0

**At a Glance**

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

**6**   
Acute Hospitals

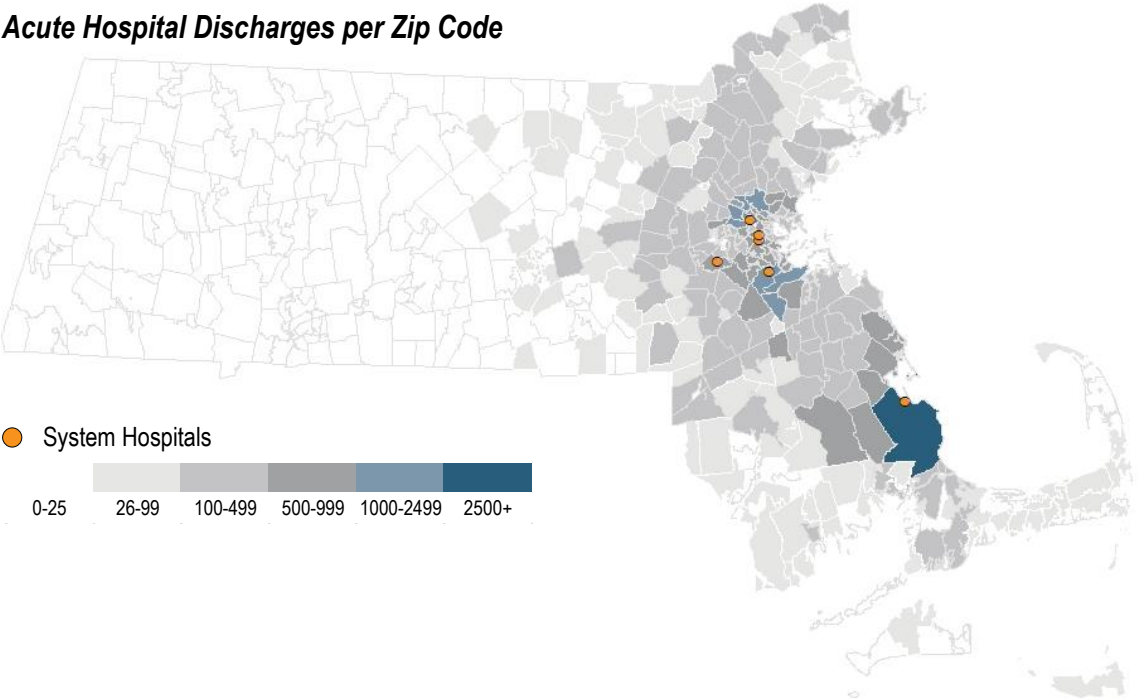
**14K**  
Employees  
(Approximately)

**\$20M**  
Total Profit/Loss

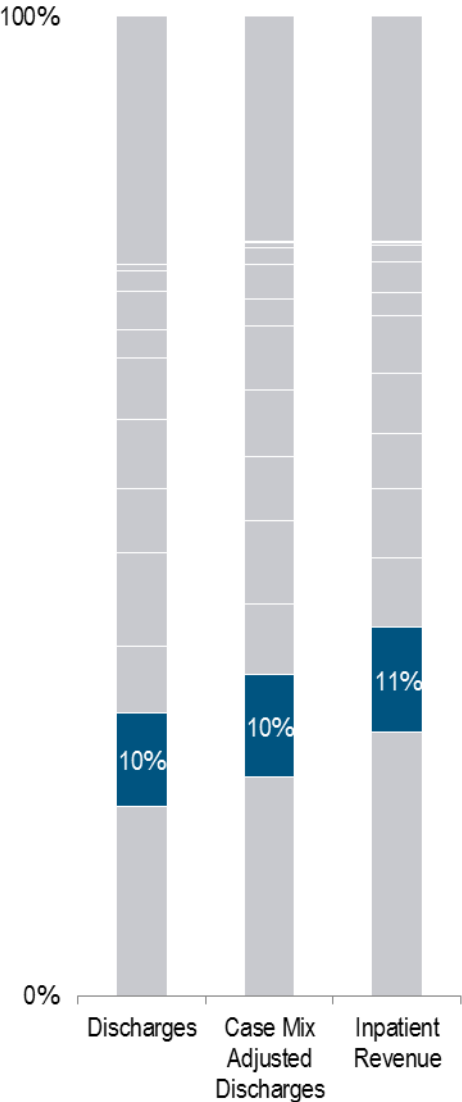
**0.7%**  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$1.1	1.2%
AH	Beth Israel Deaconess Hospital - Needham	\$3.7	4.7%
AH	Beth Israel Deaconess Hospital - Plymouth	\$6.6	3.0%
AH	Beth Israel Deaconess Medical Center	\$29.7	2.0%
AH	Mt. Auburn Hospital	\$24.7	7.4%
AH	NE Baptist Hospital	\$5.9	2.4%
PO	Affiliated Physicians Group	(\$20.0)	-23.6%
PO	Community Physicians Associates	(\$1.2)	-75.1%
PO	Harvard Medical Faculty Physicians	(\$2.2)	-0.4%
PO	Jordan Physician Associates	(\$6.2)	-35.7%
PO	Mt. Auburn Professional Services	(\$17.6)	-26.3%
PO	NE Baptist Medical Associates	(\$3.1)	-24.4%

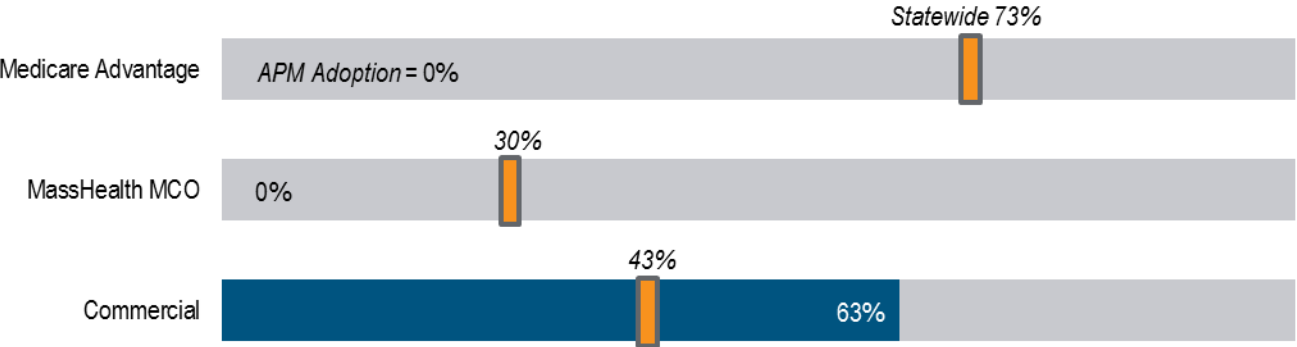
**AH** Acute Hospital Discharges per Zip Code



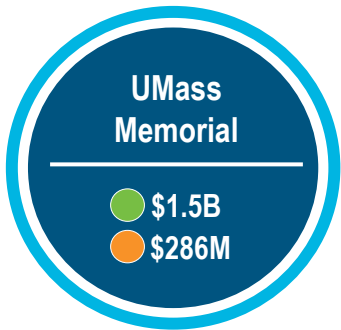
**AH** System's Percentage of all Massachusetts Acute Hospital...



**PO** Physician Organization Alternative Payment Adoption



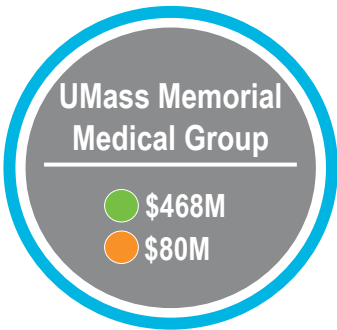
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

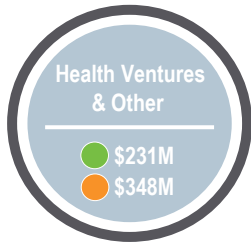
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations: 

(\$317M)

(\$64M)

At a Glance

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.

4  
Acute Hospitals

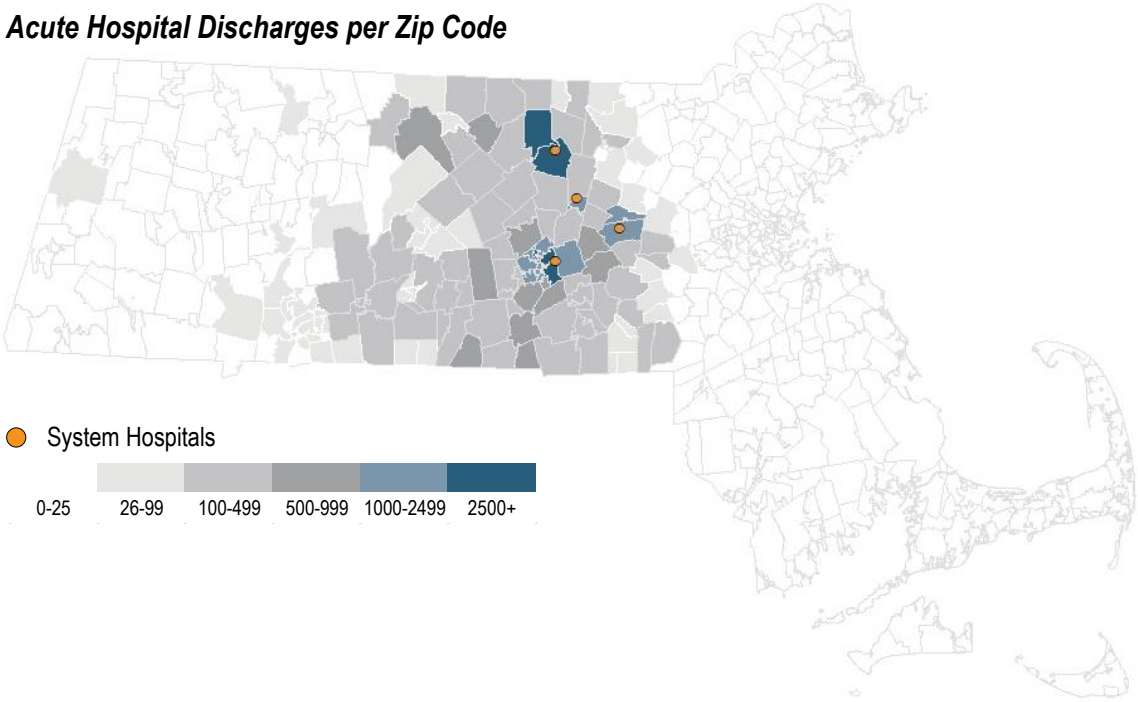
12K  
Employees  
(Approximately)

\$47M  
Total Profit/Loss

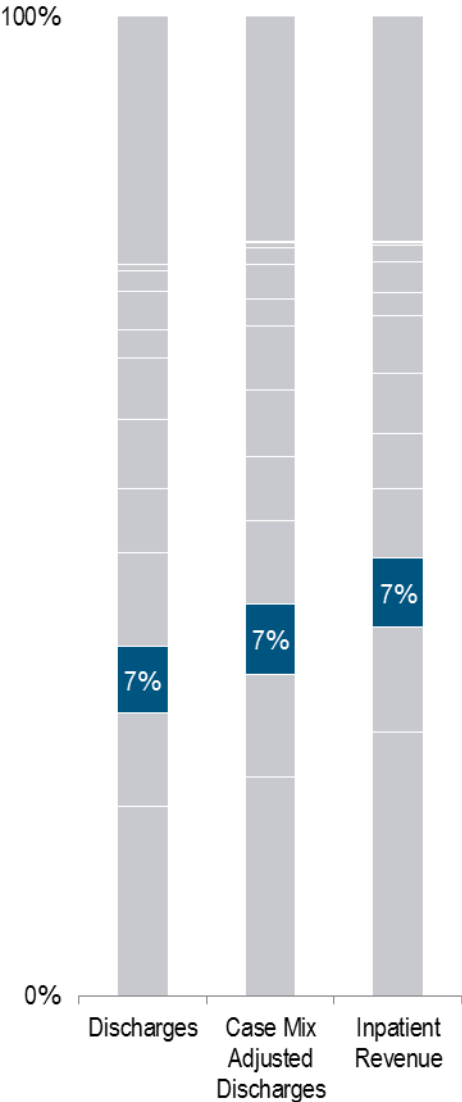
2.1%  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Clinton Hospital	(\$1.2)	-4.6%
AH	HealthAlliance Hospital	\$7.0	4.2%
AH	Marlborough Hospital	\$4.6	5.7%
AH	UMass Memorial Medical Center	\$60.1	3.9%
PO	UMass Memorial Medical Group	(\$23.5)	-5.0%

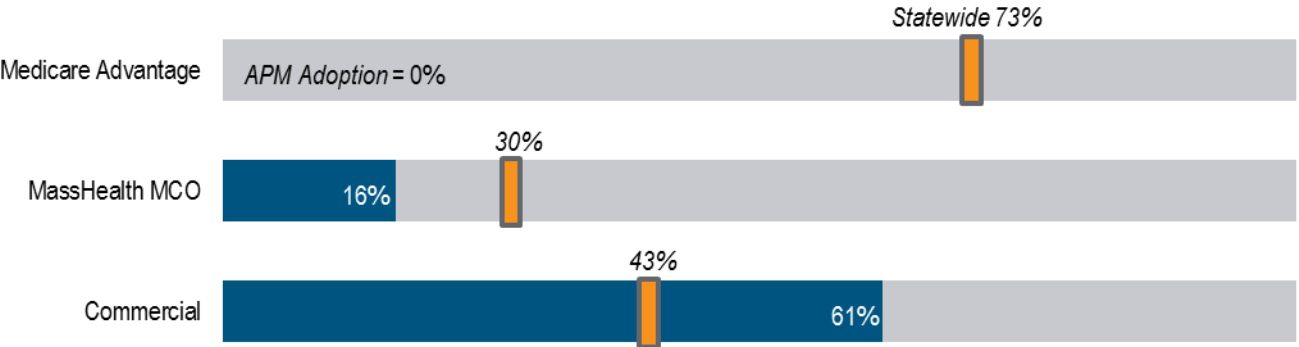
**AH** *Acute Hospital Discharges per Zip Code*



**AH** *System's Percentage of all Massachusetts Acute Hospital...*



**PO** *Physician Organization Alternative Payment Adoption*





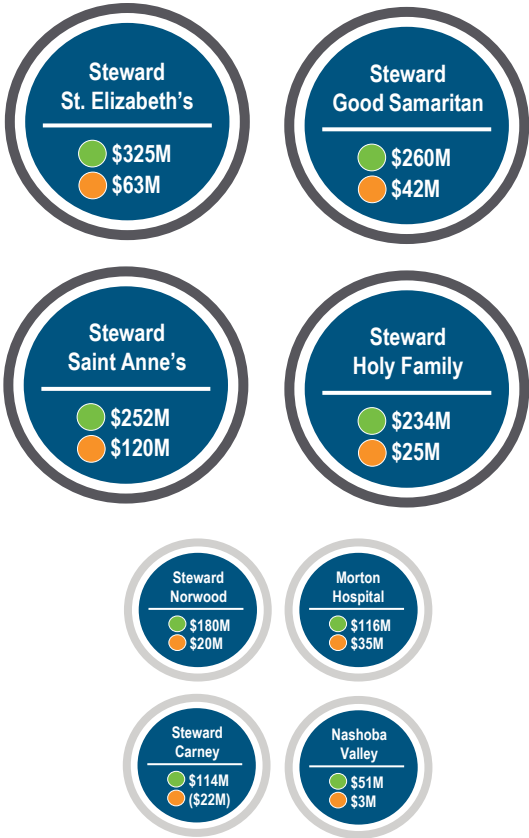
Fiscal Year 2015:

# Steward Health Care System

 **\$2.2 Billion**  
Operating Revenue

 **\$131 Million**  
Net Assets

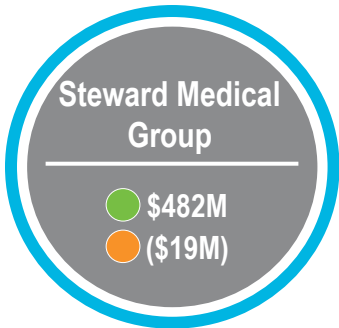
**AH** Acute Hospitals



**NH** Non-Acute Hospitals



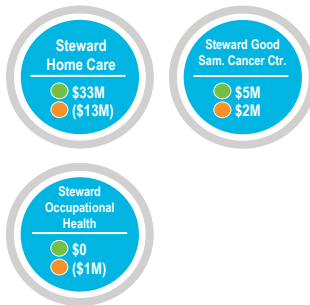
**PO** Physician Organizations



**HP** Health Plans

See Technical Appendix for details

**OP** Other Health Care Providers



**OO** Other Organizations

See Technical Appendix for details



Consolidating  (\$323M)  
Eliminations:  (\$11M)

**At a Glance**

Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts.

8   
Acute Hospitals



1   
Chronic Care Hospital

17K  
Employees  
(Approximately)

\$116M  
Total Profit/Loss

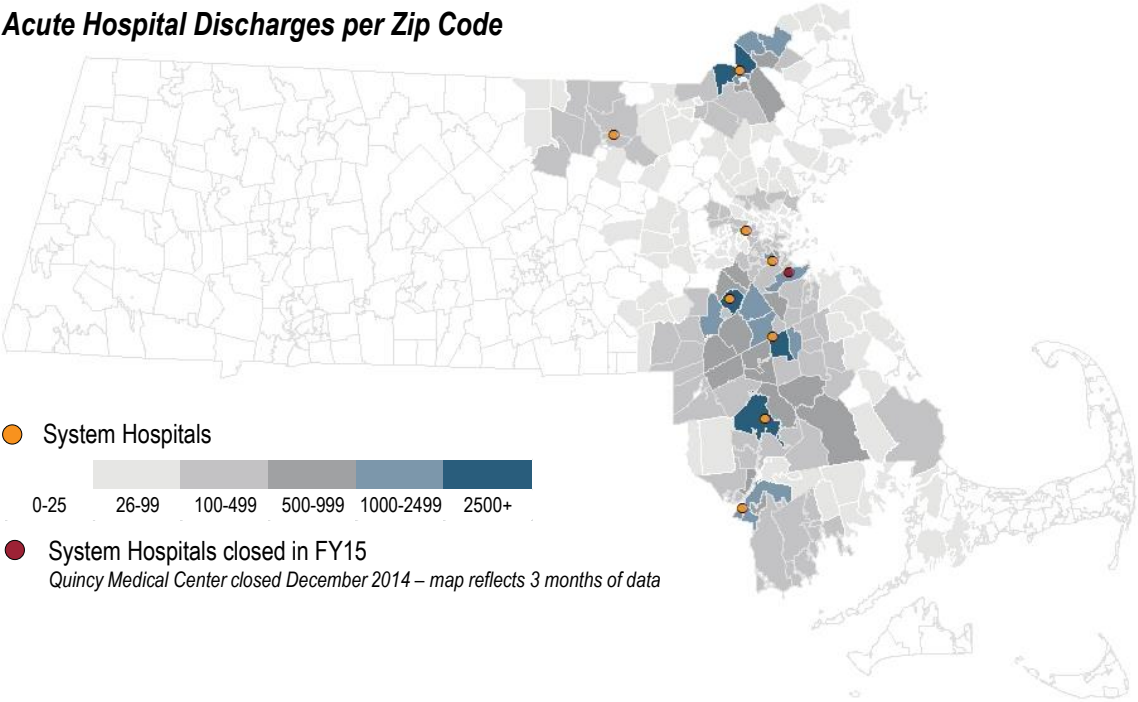
5.3%  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Morton Hospital	\$5.4	4.7%
AH	Nashoba Valley Medical Center	\$3.6	6.9%
AH	Steward Carney Hospital	(\$8.3)	-7.3%
AH	Steward Good Samaritan Medical Center	\$22.4	8.6%
AH	Steward Holy Family Hospital	\$17.2	7.3%
AH	Steward Norwood Hospital	\$13.8	7.6%
AH	Steward Saint Anne's Hospital	\$25.3	10.0%
AH	Steward St. Elizabeth's Medical Center	\$13.6	4.2%
NH	New England Sinai Hospital	(\$1.1)	-2.6%
PO	Steward Medical Group	\$3.7	0.8%

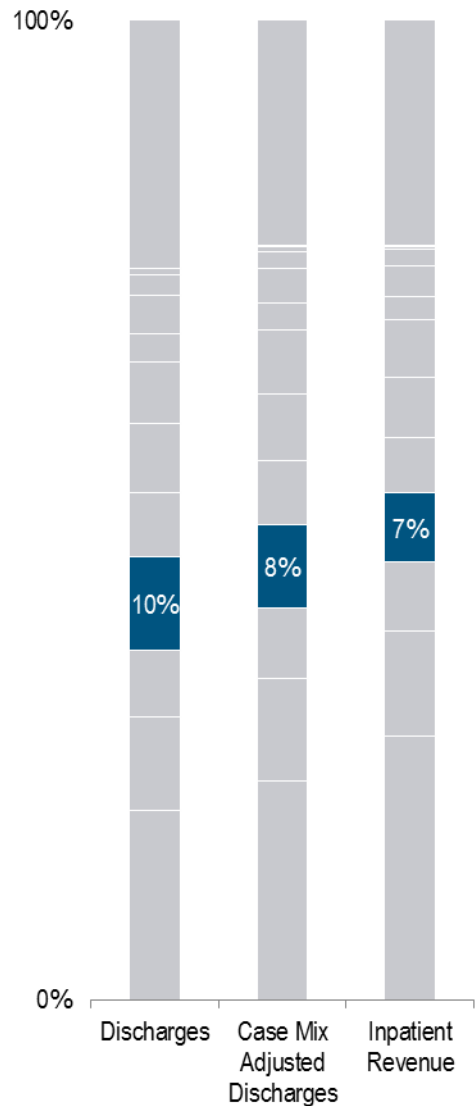
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

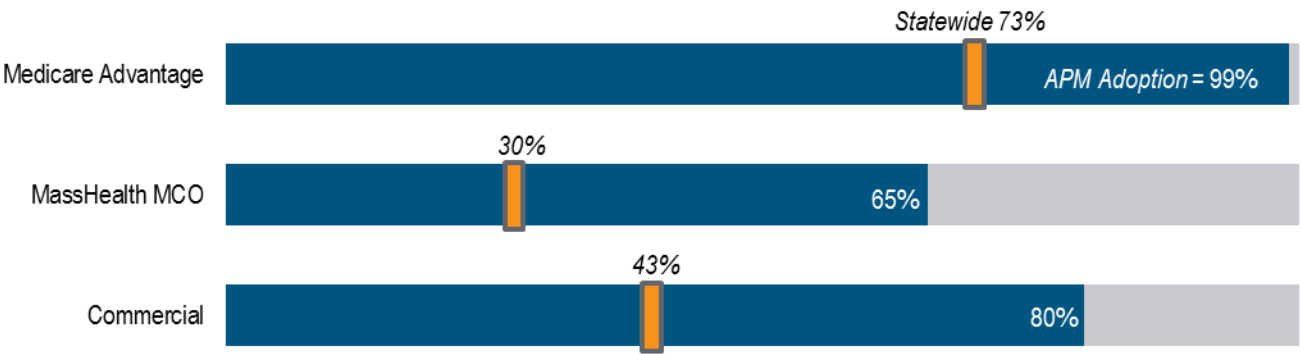
**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



**PO** Physician Organization Alternative Payment Adoption



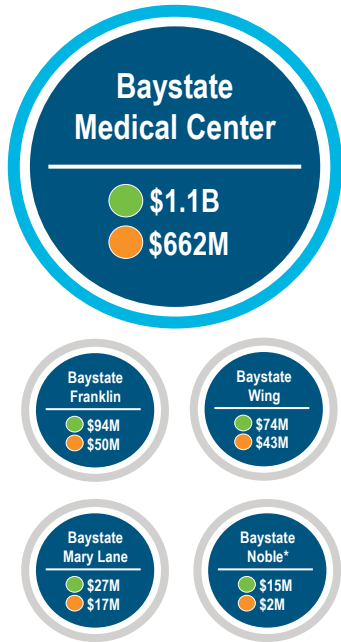
Fiscal Year 2015:

# Baystate Health

 **\$2.1 Billion**  
Operating Revenue

 **\$834 Million**  
Net Assets

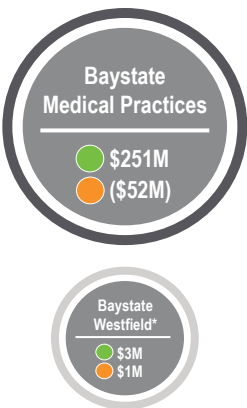
**AH** Acute Hospitals



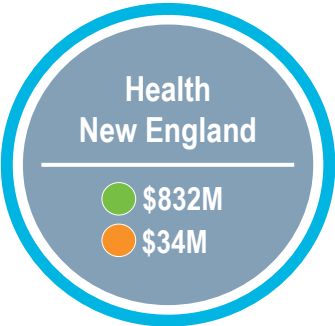
**NH** Non-Acute Hospitals

Not applicable

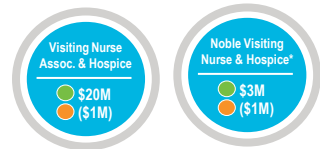
**PO** Physician Organizations



**HP** Health Plans



**OP** Other Health Care Providers



**OO** Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$457M)  (\$109M)

**At a Glance**

Baystate Health, Inc. is an organization that provides health care services throughout western Massachusetts.

**5**   
Acute Hospitals

**12K**  
Employees  
(Approximately)




**\$34M**  
Total Profit/Loss

**1.6%**  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Baystate Franklin Medical Center	\$10.6	10.7%
AH	Baystate Mary Lane Hospital	\$0.3	1.0%
AH	Baystate Medical Center	\$76.8	6.7%
AH	Baystate Noble Hospital	\$0.8	1.3%
AH	Baystate Wing Hospital	(\$5.4)	-7.3%
PO	Baystate Medical Practices	(\$22.0)	-8.3%
PO	Baystate Westfield	(\$1.0)	-37.6%
HP	Health New England	(\$32.5)	-3.9%

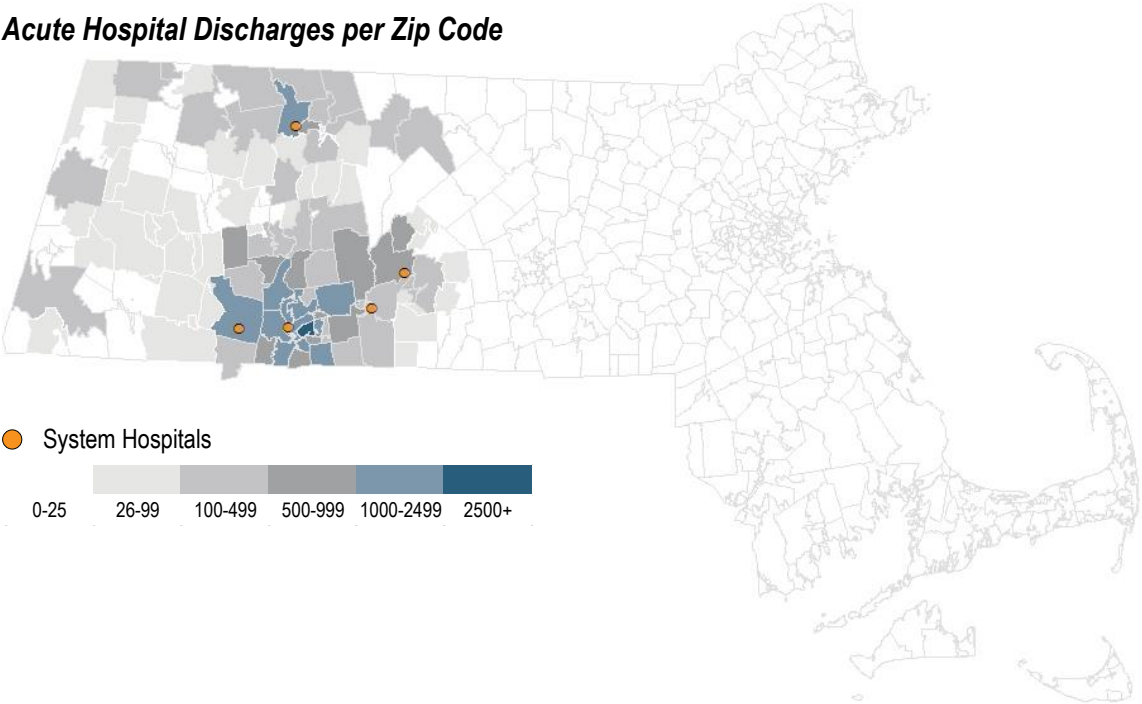
**Notes**

\* Baystate Health Systems acquired The Trustees of Noble Hospital and subsidiaries on July 1, 2015. Data for these components reflect the time period from July 1 – September 30, 2015.

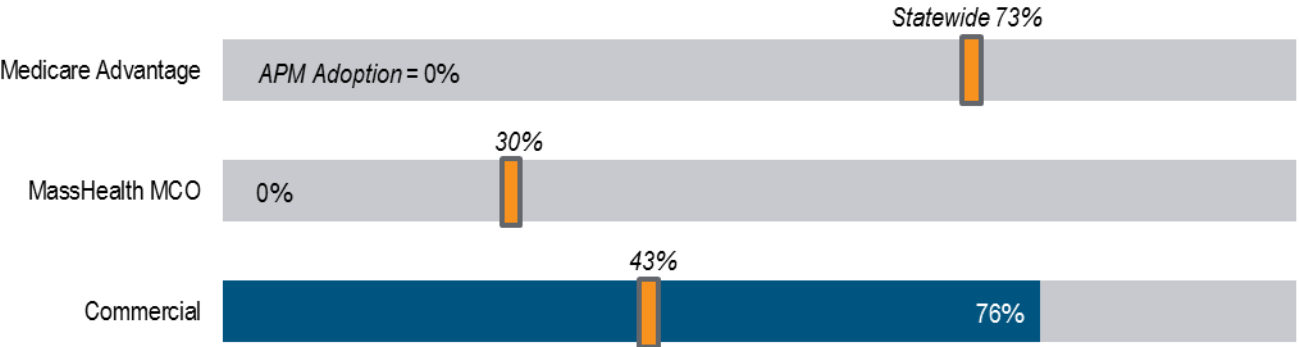
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

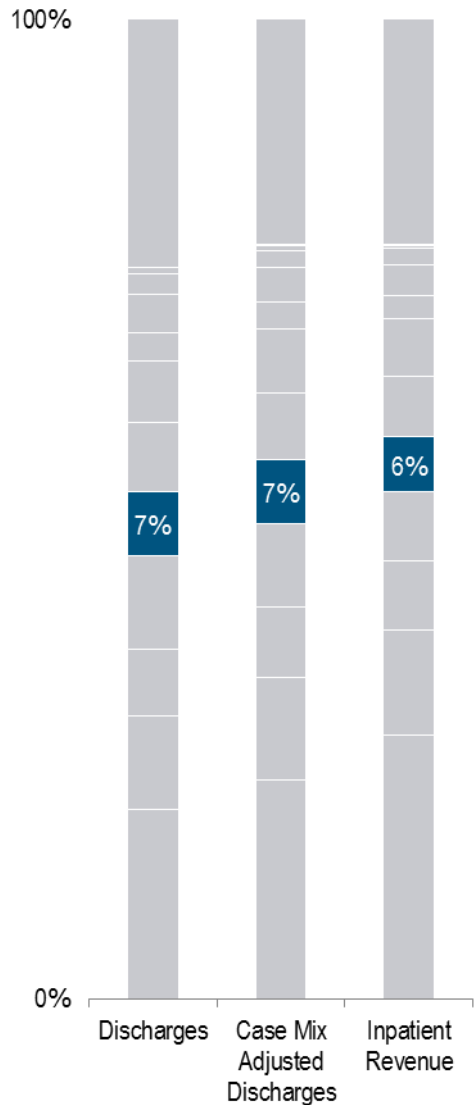
**AH** Acute Hospital Discharges per Zip Code



**PO** Physician Organization Alternative Payment Adoption



**AH** System's Percentage of all Massachusetts Acute Hospital...



Fiscal Year 2015:

# Lahey Health System

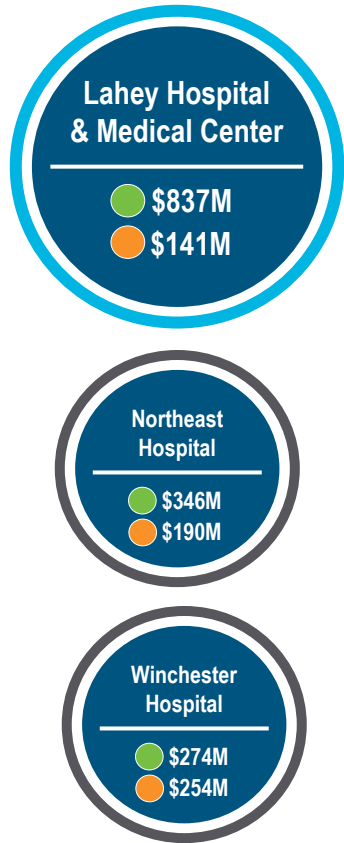
\$1.9 Billion

Operating Revenue

\$1.0 Billion

Net Assets

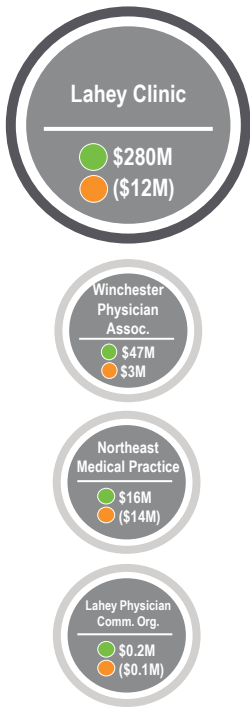
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

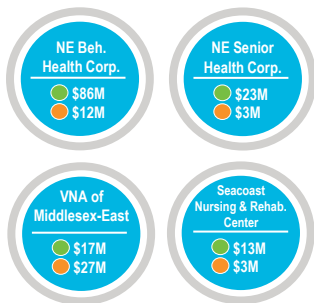
PO Physician Organizations



HP Health Plans

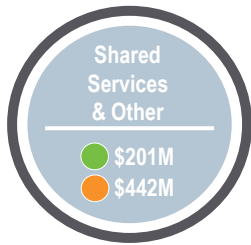
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$225M)  (\$20M)

At a Glance

Lahey Health System, Inc. is an integrated health care system acting as the parent organization of Lahey Affiliates; Lahey Clinic Foundation, Inc. and Affiliates; Northeast Hospital Corp. and Affiliate; and Winchester Healthcare Management, Inc. and Affiliates.

3 Acute Hospitals

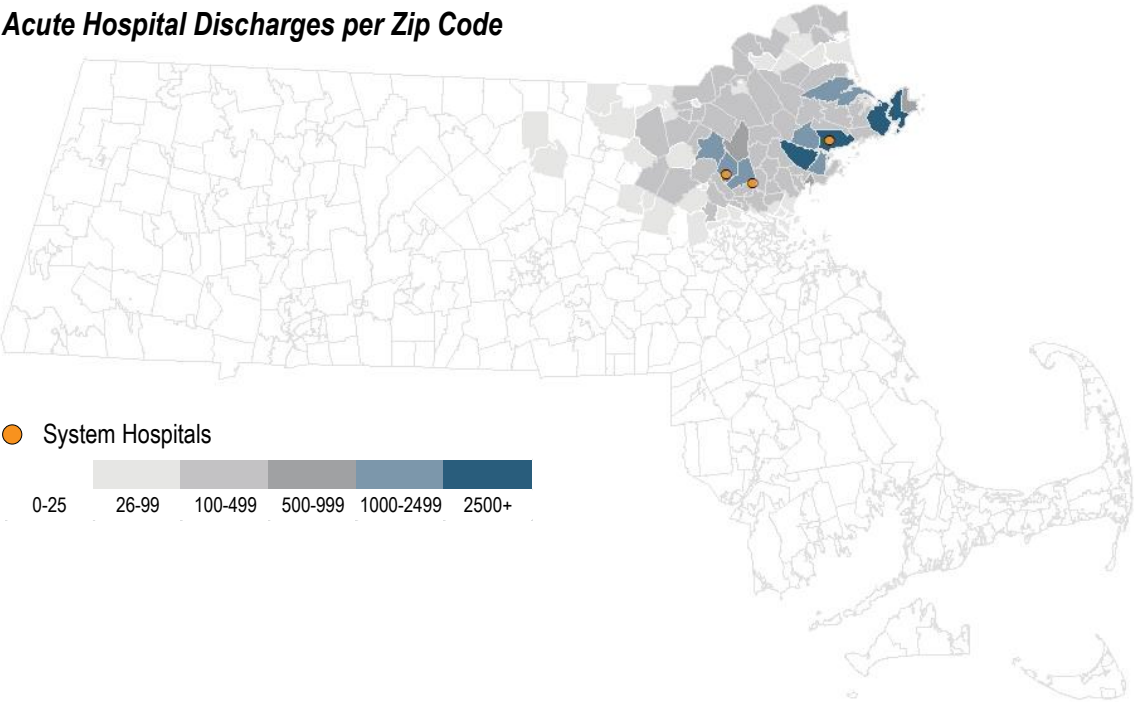
14K Employees (Approximately)

\$74M Total Profit/Loss

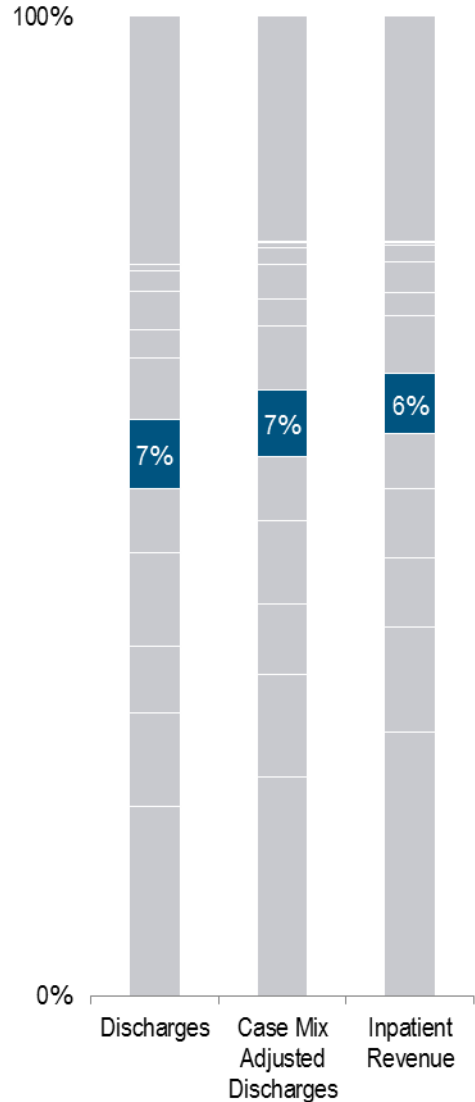
3.6% Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Lahey Hospital & Medical Center	\$31.4	3.8%
AH	Northeast Hospital	\$13.9	3.9%
AH	Winchester Hospital	\$50.3	15.9%
PO	Lahey Clinic	(\$80.3)	-28.8%
PO	Lahey Physician Community Org.	(\$0.1)	-69.1%
PO	Northeast Medical Practice	(\$3.3)	-20.2%
PO	Winchester Physician Association	(\$1.7)	-3.6%

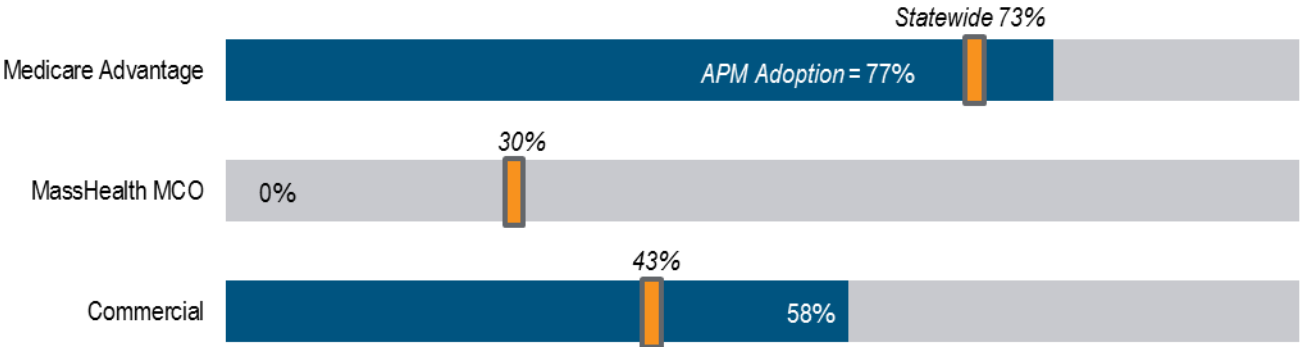
**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



**PO** Physician Organization Alternative Payment Adoption



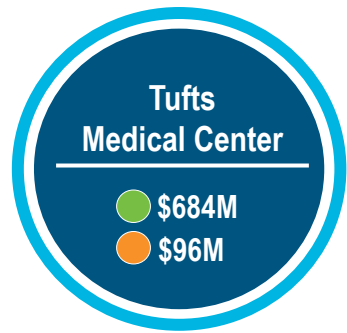
Fiscal Year 2015.^

Tufts Medical Center Parent

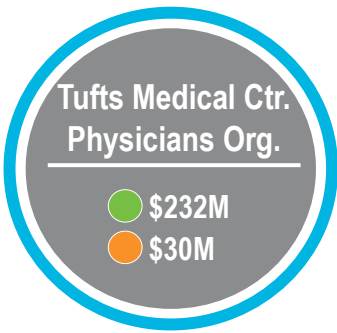
\$915 Million  
Operating Revenue

\$182 Million  
Net Assets

AH Acute Hospitals



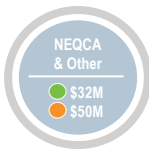
PO Physician Organizations



OP Other Health Care Providers



OO Other Organizations  
*See the technical appendix for details*



Consolidating Eliminations: (\$45M)  
(\$0.1M)

At a Glance

Wellforce provides health care services in Boston and eastern Massachusetts. It is comprised of the parent companies of Tufts Medical Center and Circle Health and was not financially consolidated in FY 2015.

Tufts Medical Center Parent

1 Acute Hospital

5K Employees (Approximately)

-\$17M  
Total Profit/Loss

-1.8%  
Total Margin

Entity	Profit (Loss) in Millions	Total Margin
AH Tufts Medical Center	(\$18.2)	-2.6%
PO Tufts Medical Center Physicians Org.	(\$2.9)	-1.2%

Fiscal Year 2015.^

Circle Health

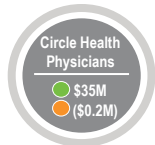
\$465 Million  
Operating Revenue

\$159 Million  
Net Assets

AH Acute Hospitals



PO Physician Organizations



OP Other Health Care Providers

Not applicable

OO Other Organizations  
*See the technical appendix for details*



Consolidating Eliminations: (\$6M)  
\$0M

Circle Health

1 Acute Hospital

4K Employees (Approximately)

\$3M  
Total Profit/Loss

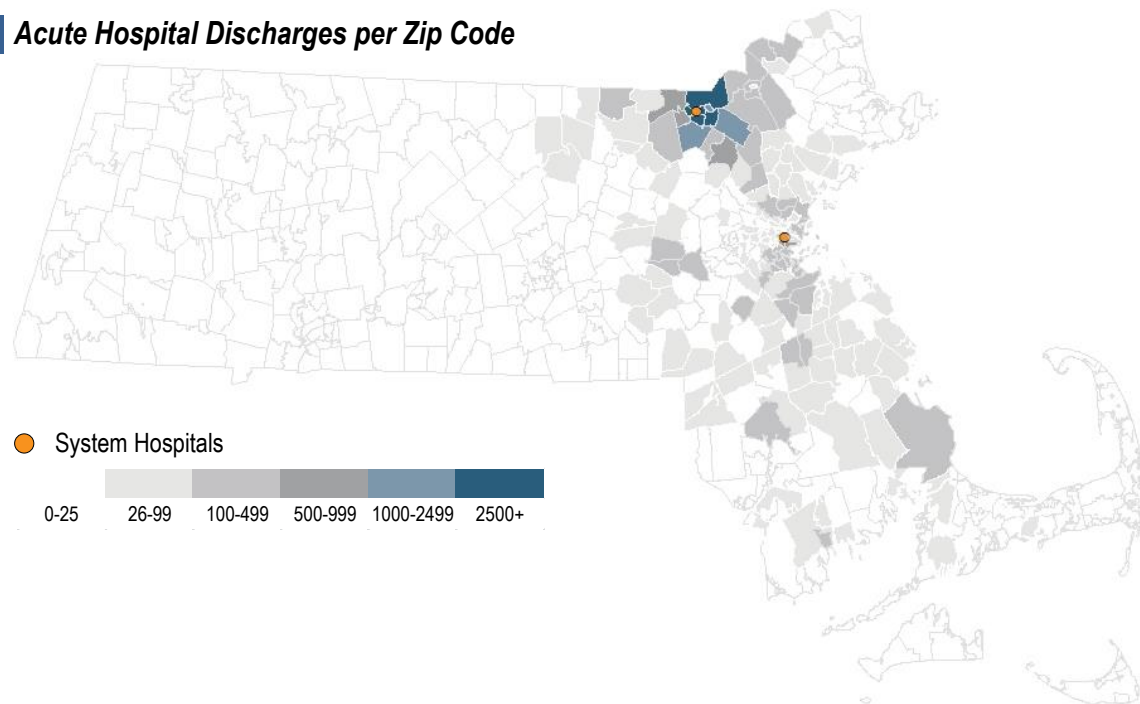
0.6%  
Total Margin

Entity	Profit (Loss) in Millions	Total Margin
AH Lowell General Hospital	\$10.7	2.5%
PO Circle Health Physicians	(\$6.3)	-18.1%

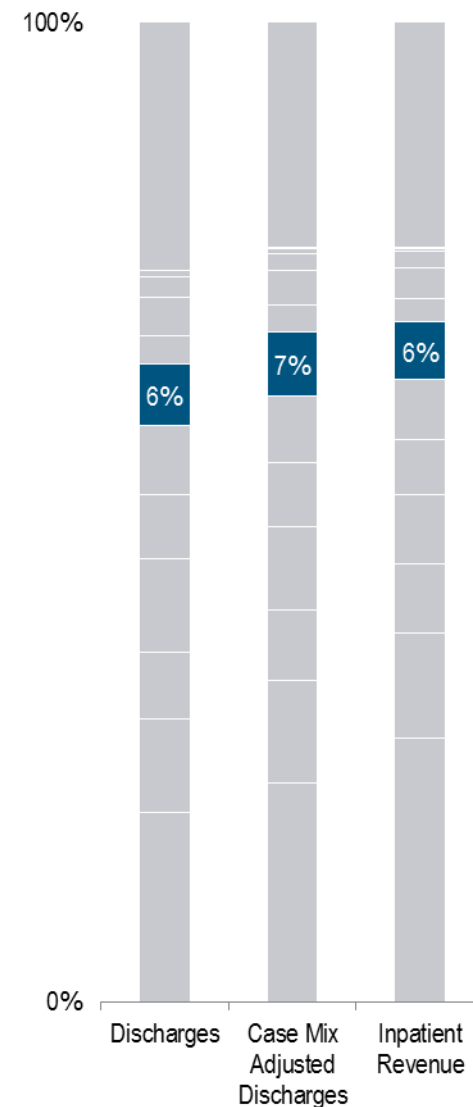
Notes

\* Wellforce was not financially consolidated in FY15.  
^ Operating revenue percentages are calculated based on Tufts Medical Center Parent and Circle Health's respective total FY15 values.

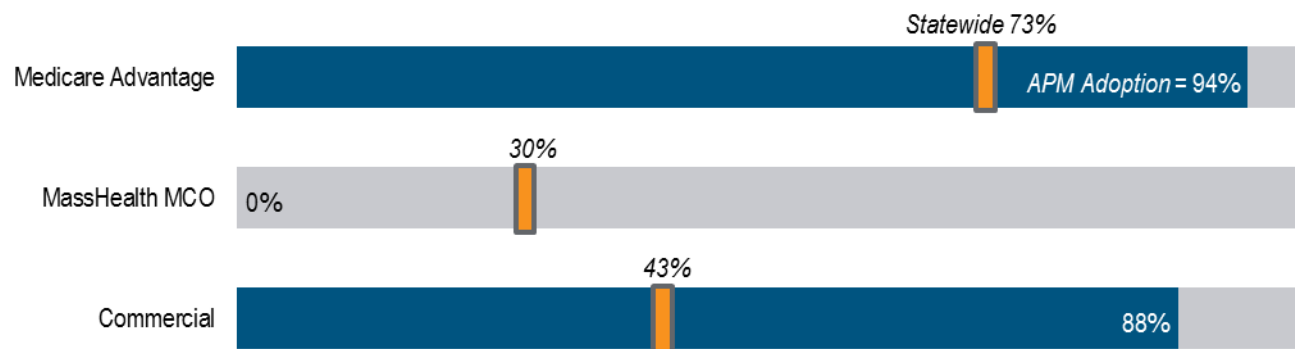
**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



**PO** Physician Organization Alternative Payment Adoption





Fiscal Year 2015:

# Cape Cod Healthcare

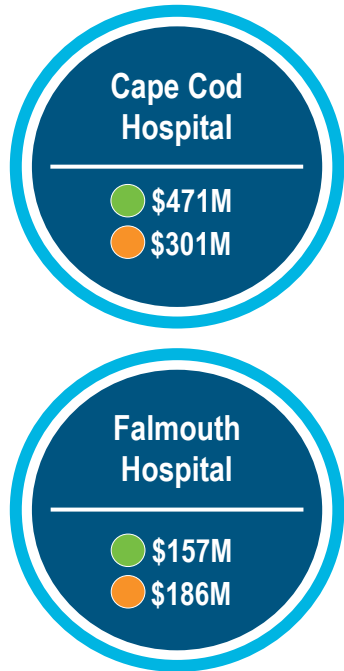
\$777 Million

Operating Revenue

\$560 Million

Net Assets

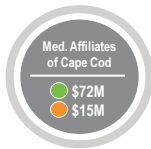
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

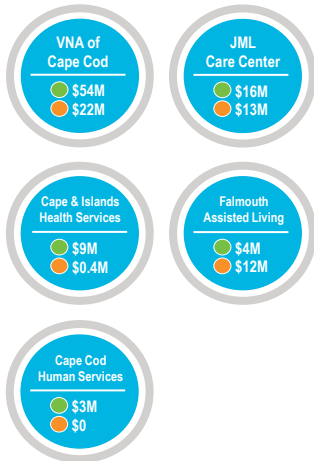
PO Physician Organizations



HP Health Plans

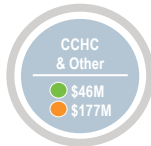
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating

Eliminations:

(\$55M)

(\$167M)

At a Glance

Cape Cod Healthcare, Inc. provides health care services on Cape Cod, Massachusetts.

2

Acute Hospitals

5K

Employees (Approximately)

\$41M

Total Profit/Loss

5.2%

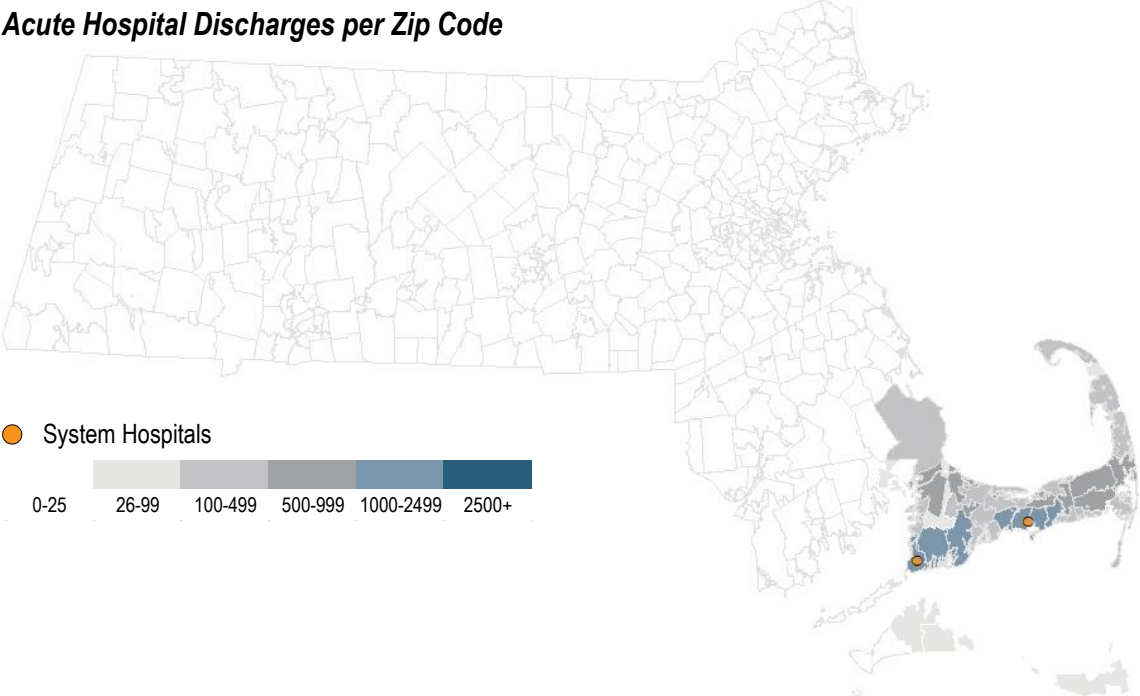
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Cape Cod Hospital	\$38.5	8.0%
AH	Falmouth Hospital	\$14.8	9.3%
PO	Medical Affiliates of Cape Cod	(\$16.0)	-22.3%

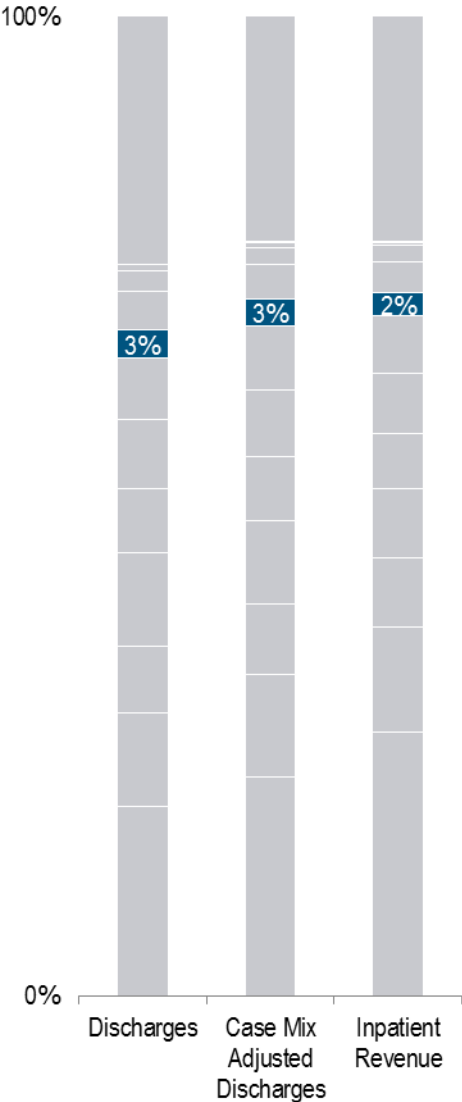
% of System's Operating Revenue:  < 10%  10-20%  > 20%

Operating Revenue  Net Assets

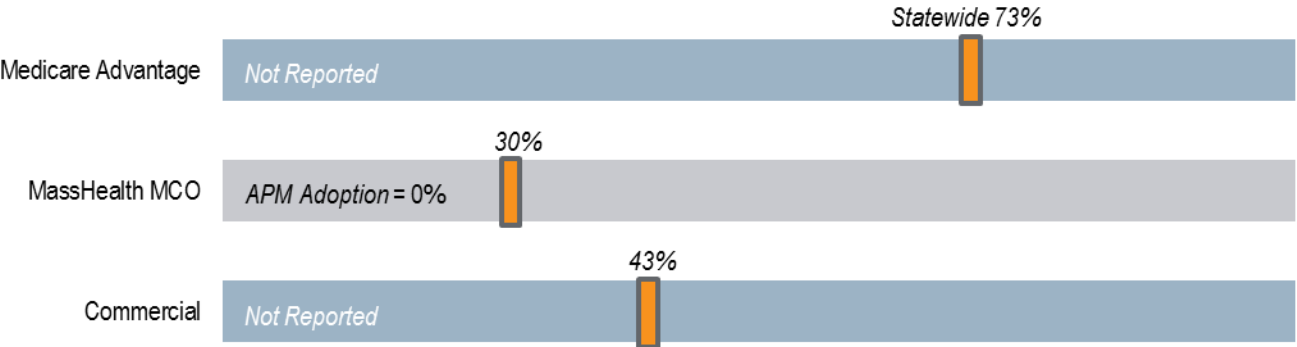
**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...

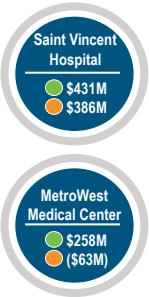


**PO** Physician Organization Alternative Payment Adoption



Note: "Not Reported" indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.

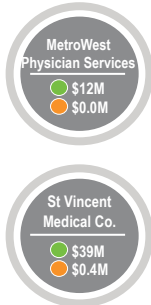
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

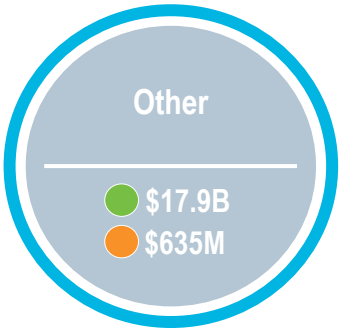
Not applicable

**OP** Other Health Care Providers

*MetroWest PET/CT at Shields\**  
*MetroWest Imaging Center\**

**OO** Other Organizations

See the technical appendix for details



Consolidating  
Eliminations:

\$0  
 \$0

**At a Glance**

Tenet Healthcare Corporation is a national company with two Massachusetts hospitals that provide health care services in Metro West and Central Massachusetts.

2  
Acute Hospitals

4K  
MA Employees  
(Approximately)

\$78M  
Total Profit/Loss

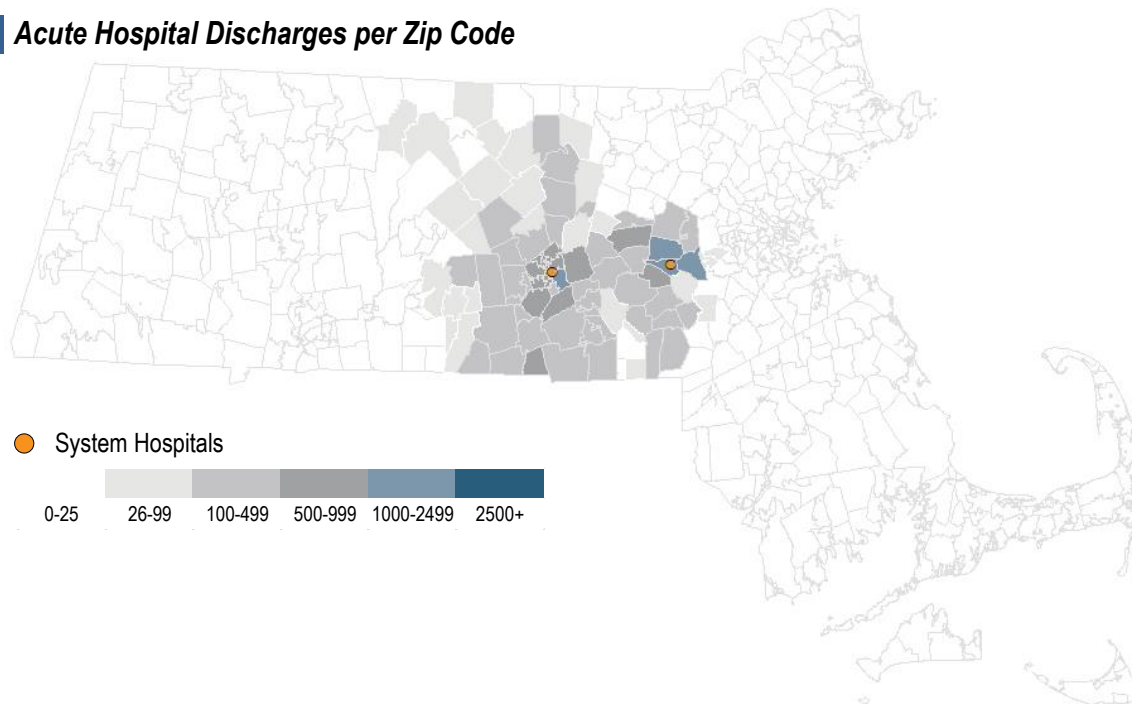
0.4%  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	MetroWest Medical Center	\$3.9	1.5%
AH	Saint Vincent Hospital	\$44.9	10.4%
PO	MetroWest Physician Services	(\$2.8)	-22.6%
PO	Saint Vincent Medical Company	(\$3.8)	-9.8%

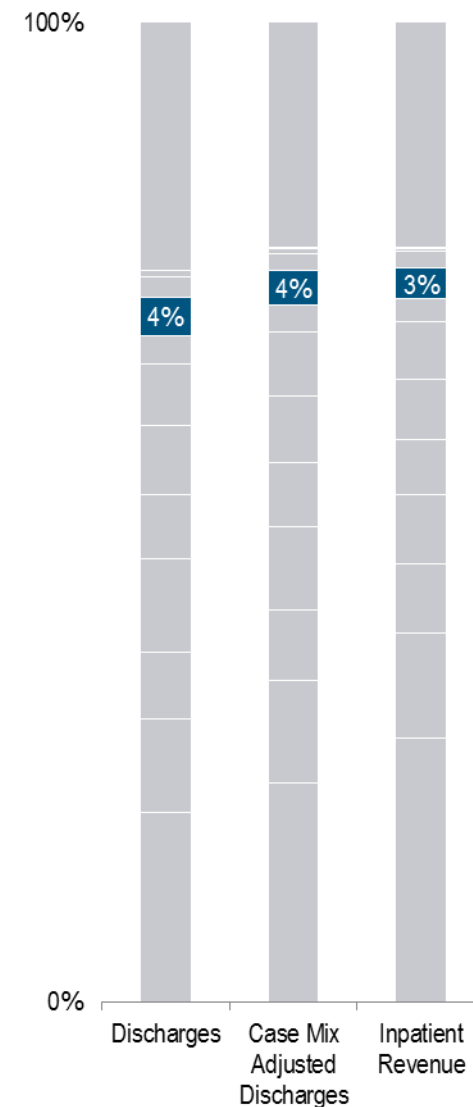
**Notes**

\* Other Health Care Providers listed are not included in financial filings, but were submitted as part of the MA Registration of Provider Organizations filing

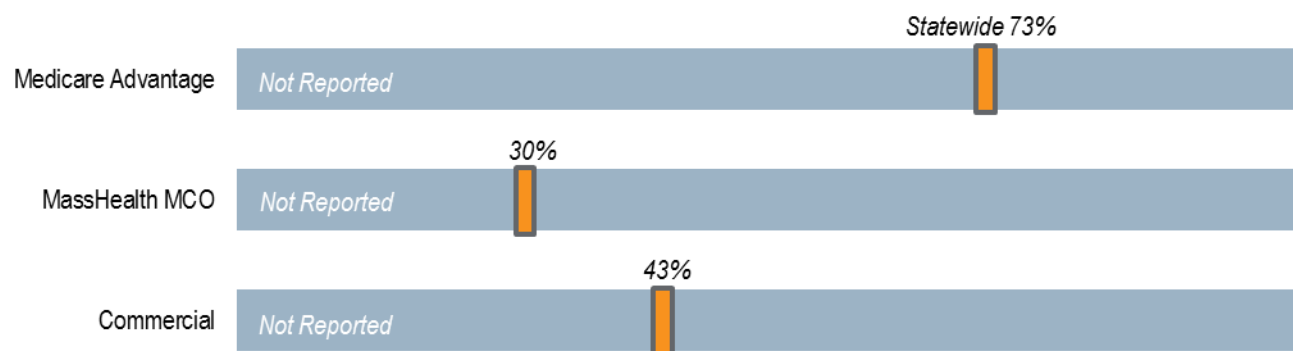
## AH Acute Hospital Discharges per Zip Code



## AH System's Percentage of all Massachusetts Acute Hospital...



## PO Physician Organization Alternative Payment Adoption



Note: "Not Reported" indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.

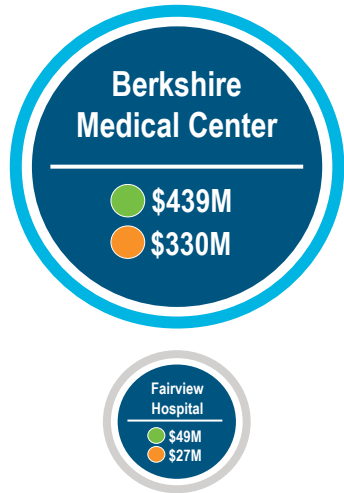
Fiscal Year 2015:

# Berkshire Health Systems

 **\$533 Million**  
Operating Revenue

 **\$363 Million**  
Net Assets

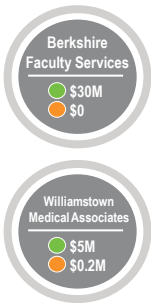
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$46M)  \$0

**At a Glance**

Berkshire Health Systems, Inc. is a not-for-profit organization that provides health care services to western Massachusetts.


**2**   
Acute Hospitals

**3K**  
Employees  
(Approximately)

**\$35M**  
Total Profit/Loss

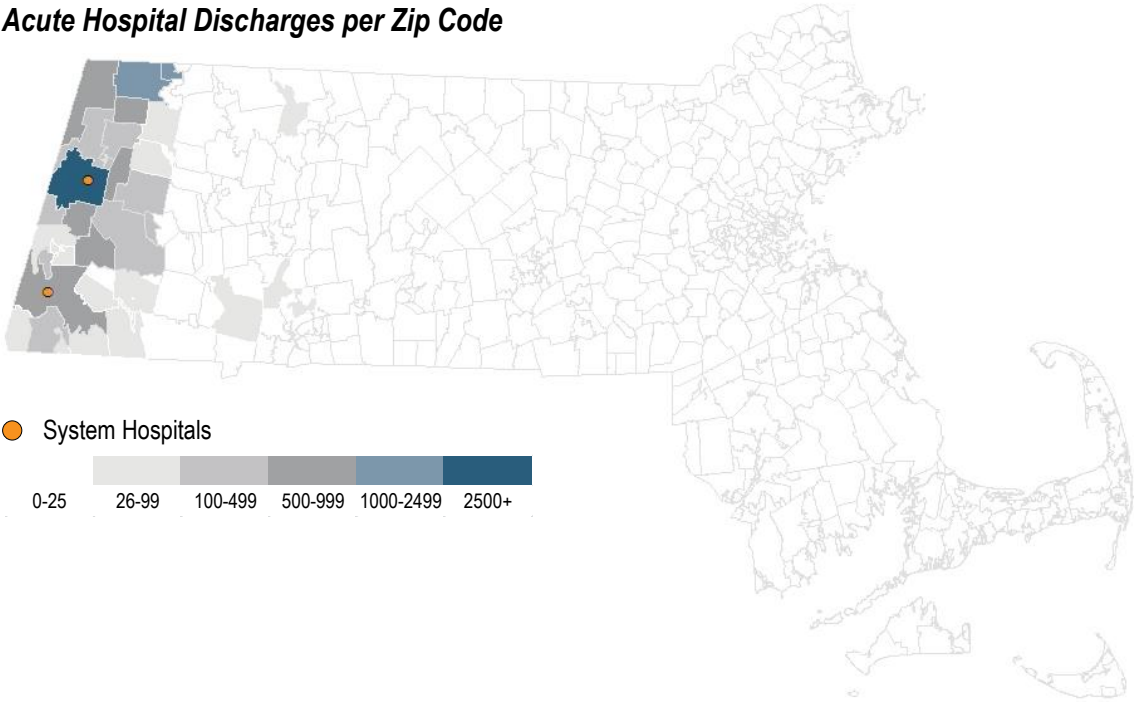
**6.4%**  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Berkshire Medical Center	\$46.4	10.2%
AH	Fairview Hospital	\$5.2	10.2%
PO	Berkshire Faculty Services	(\$15.5)	-51.4%
PO	Williamstown Medical Associates	(\$0.9)	-18.4%

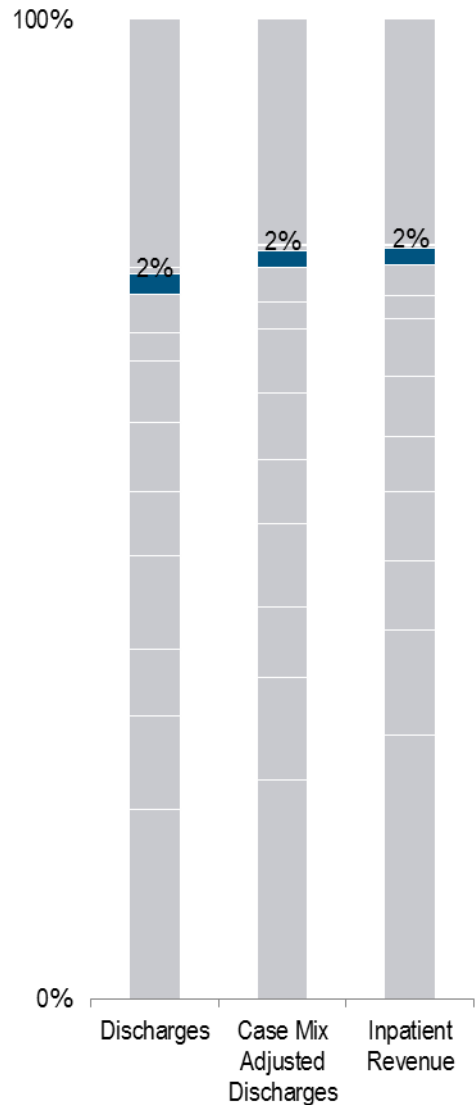
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

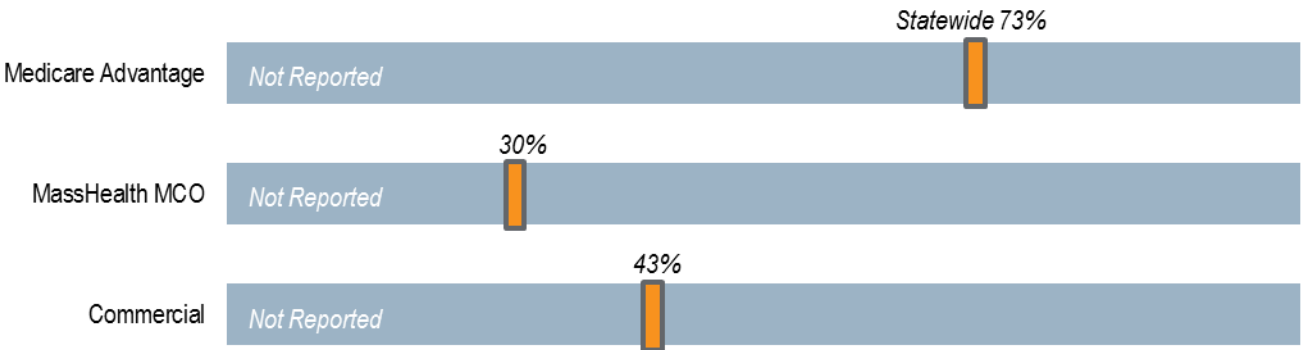
**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



**PO** Physician Organization Alternative Payment Adoption



Note: "Not Reported" indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.

Fiscal Year 2015:

# Heywood Healthcare

 **\$140 Million**  
Operating Revenue

 **\$60 Million**  
Net Assets

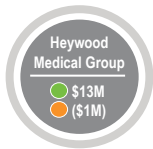
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$4M)  \$0

**At a Glance**

Heywood Healthcare, Inc. operates two not-for-profit acute care hospitals in central Massachusetts.




**2**   
Acute Hospitals

**1K**  
Employees  
(Approximately)

**\$1M**  
Total Profit/Loss

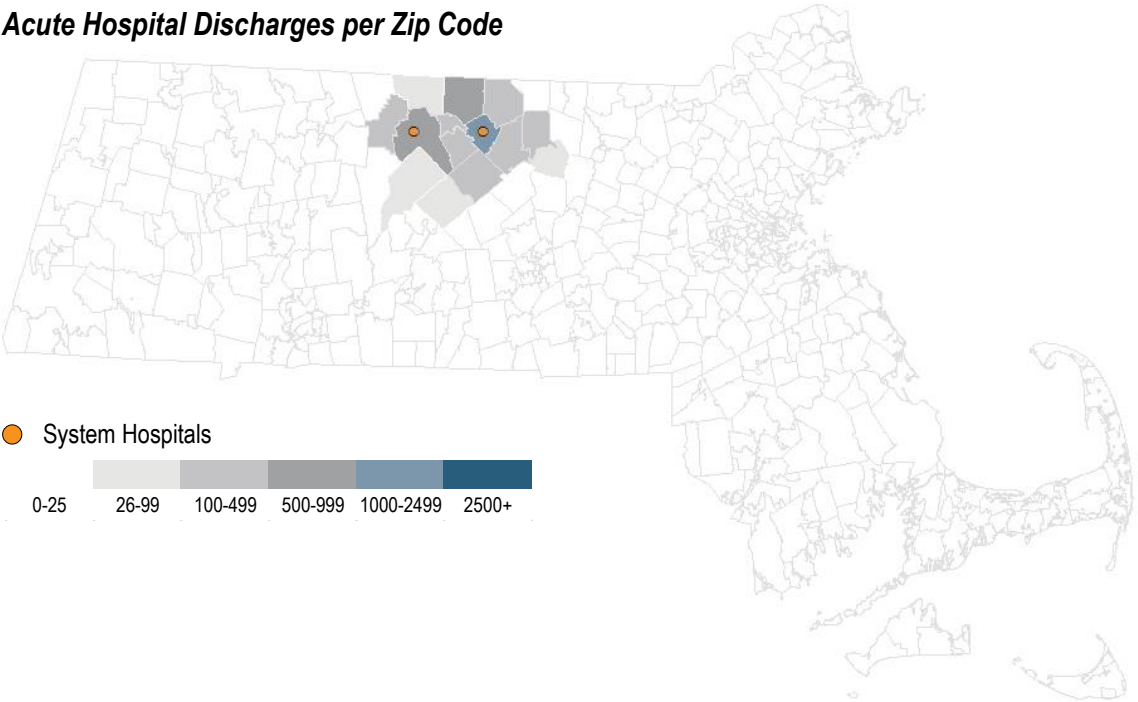
**0.7%**  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Athol Hospital	(\$0.4)	-1.7%
AH	Heywood Hospital	\$4.6	4.3%
PO	Heywood Medical Group	(\$3.2)	-24.4%

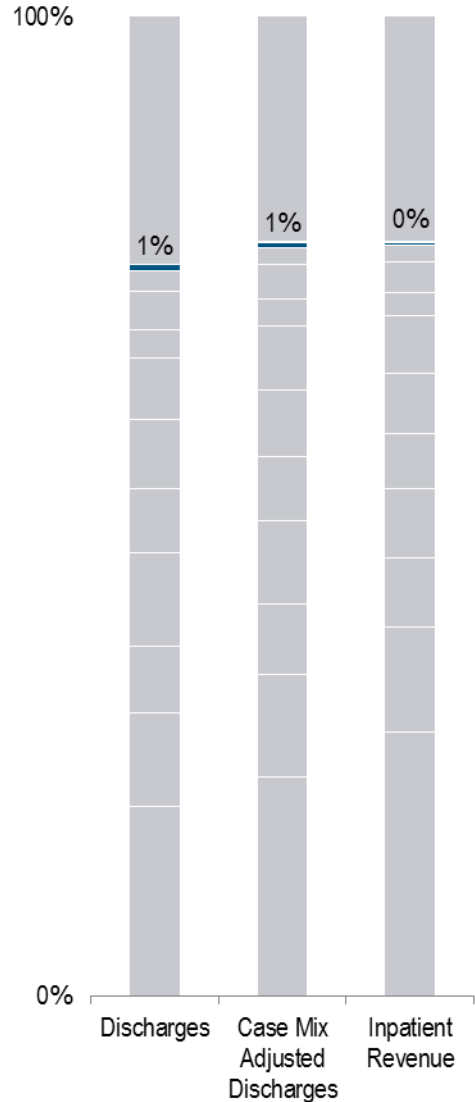
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

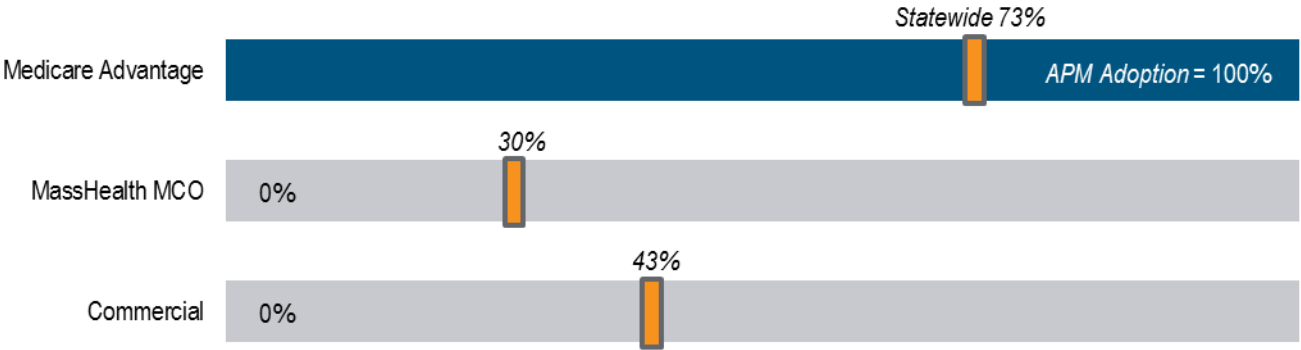
**AH Acute Hospital Discharges per Zip Code**



**AH System's Percentage of all Massachusetts Acute Hospital...**

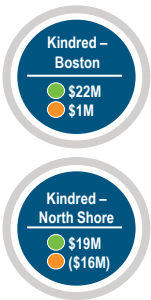


**PO Physician Organization Alternative Payment Adoption**





AH Acute Hospitals



NH Non-Acute Hospitals



PO Physician Organizations

Not applicable

HP Health Plans

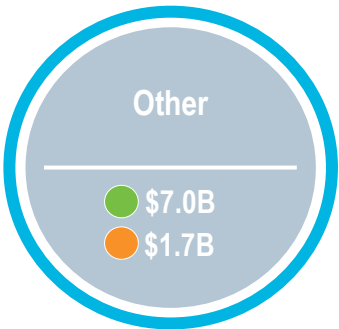
Not applicable

OP Other Health Care Providers

Skilled Nursing Facilities  
Home Health and Hospice Services

OO Other Organizations

See the technical appendix for details



Consolidating  
Eliminations:

\$0  
\$0

At a Glance

Kindred Healthcare, Inc. is a national company that provides health care services following long-term illnesses with facilities in more than 47 states. Locally, Kindred Healthcare, Inc. provides health care services in eastern Massachusetts.

2  
Acute Hospitals

1  
Non-Acute Hospital

65K  
Employees  
(Approximately)

-\$93M  
Total Profit/Loss

-1.3%  
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Kindred Hospital - Boston	(\$0.2)	-0.9%
AH	Kindred Hospital - Boston North Shore	(\$1.7)	-9.0%
NH	Kindred Hospital - Northeast	(\$1.6)	-4.8%

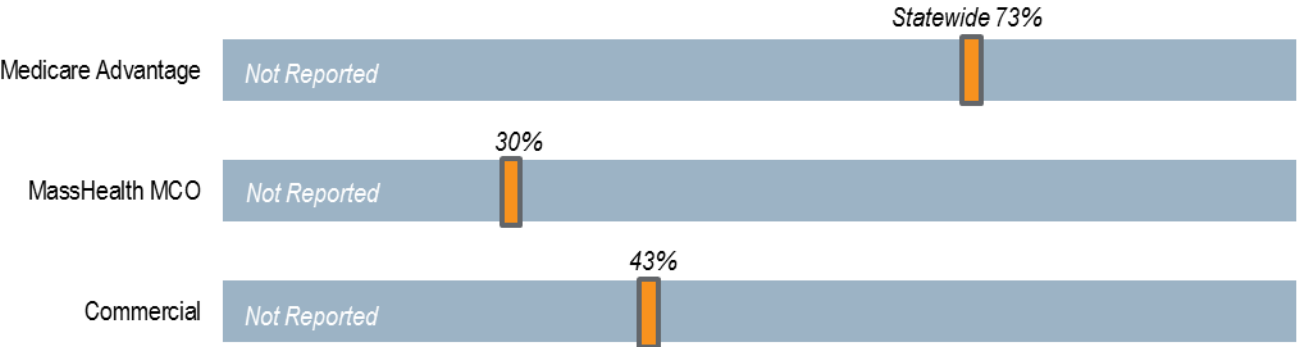
**AH** *Acute Hospital Discharges per Zip Code*

**AH** System's Percentage of all Massachusetts  
Acute Hospital...

Kindred Healthcare had 953 acute hospital discharges in Massachusetts in FY 2015. Map has been suppressed as no community accounted for more than 25 of the system's total discharges

Case Mix Data is not available  
for this system

**PO** *Physician Organization Alternative Payment Adoption*



Note: "Not Reported" indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.

Fiscal Year 2015:

# Shriners Hospitals for Children

 **\$153 Million**  
Operating Revenue

 **\$8.7 Billion**  
Net Assets

**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations

Not applicable

**HP** Health Plans

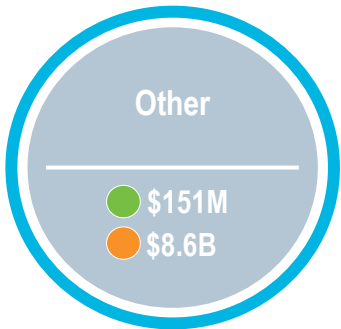
Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating  
Eliminations:

 \$0  
 \$0

**At a Glance**

Shriners Hospitals for Children is a health care system dedicated to pediatric specialty care, research, and teaching programs for medical professionals. Children up to 18 with certain conditions are eligible for care and receive all services regardless of a family's ability to pay. Shriners Hospitals for Children has 22 facilities in North America, including 2 in Massachusetts.



**2**  
Acute Hospitals

**4K**  
MA Employees  
(Approximately)

**-\$415M**  
Total Profit/Loss

**-117.3%**  
Total Margin

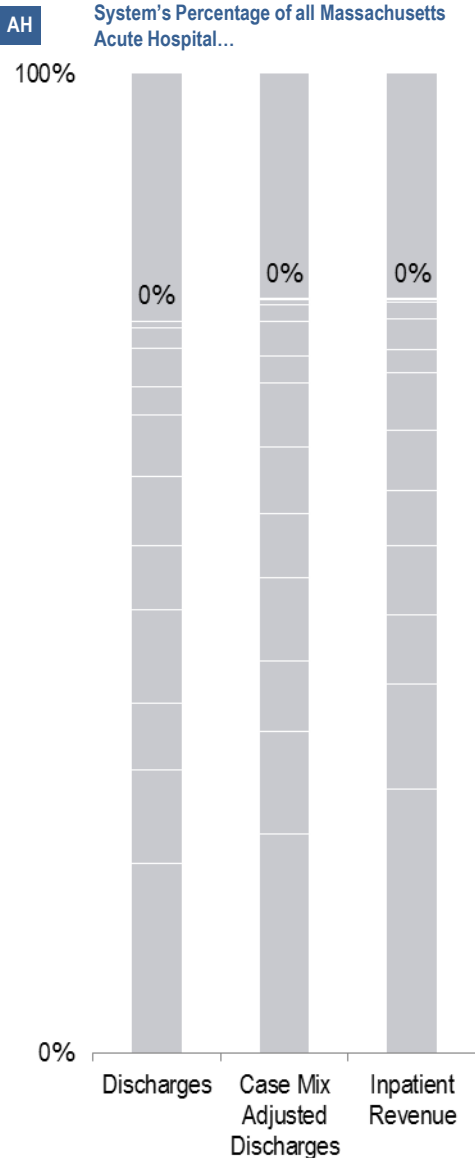
	Entity	Profit (Loss) in Millions	Total Margin
AH	Shriners Hospitals for Children - Boston	(\$3.2)	-8.8%
AH	Shriners Hospitals for Children - Springfield	(\$0.1)	-0.3%

% of System's Operating Revenue:  < 10%  10-20%  > 20%

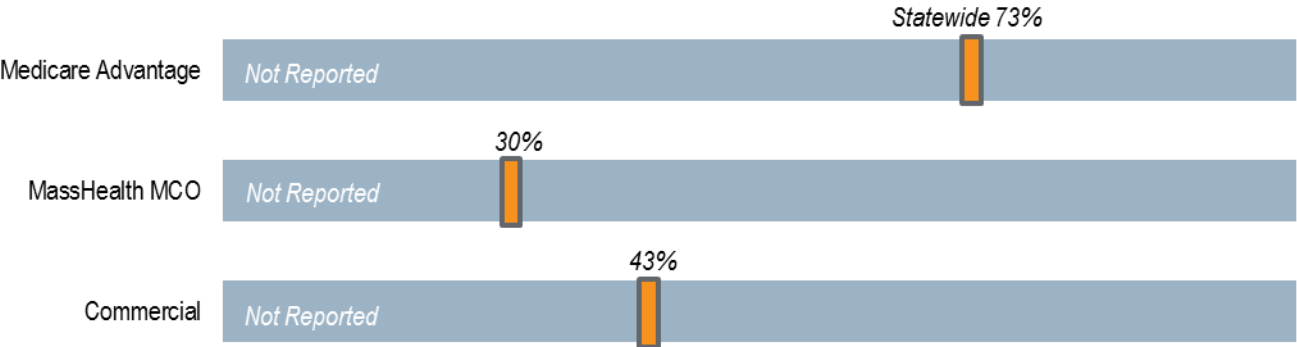
 Operating Revenue  Net Assets

**AH** Acute Hospital Discharges per Zip Code

Shriners Hospitals for Children had 260 acute hospital discharges in Massachusetts in FY 2015. Map has been suppressed as no community accounted for more than 25 of the system's total discharges



**PO** Physician Organization Alternative Payment Adoption



Note: "Not Reported" indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.